

Environmental Sustainability at Work: Advancing Research, Enhancing Practice

8th Annual SIOP Leading Edge Consortium

**Hotel Monteleone
New Orleans, LA**

October 19–20, 2012

LEC Committee

**Sara P. Weiner
Chair**

**Stephan Dilchert
Science Co-Chair**

**Deniz S. Ones
Science Co-Chair**

**Mark J. Schmit
Practice Chair**



While you are in New Orleans...

Art galleries featuring art related to environmental sustainability

Angela King Gallery

523 Royal St.
New Orleans, LA 70130
504-524-8211
www.angelakinggallery.com

Artist's Market

1228 Decatur Street
New Orleans, LA 70116
(504) 561-0046
www.artistsmarketnola.com

Dutch Alley Artists Co-op

912 N Peters St
New Orleans, LA 70116
504-412-9220
dutchalleyartistsco-op.com

Johnathan Ferrara Gallery

400a Julia St
New Orleans, LA 70130
504-522-5471
www.jonathanferraragallery.com

Kako Gallery

536 Royal St
New Orleans, LA 70116
504-565-5445
www.kakogallery.com

The Shop

509 Royal St
New Orleans, LA 70130
504 304 6493
<http://www.theshopnola.com/about>

Environmentally Sustainable Shopping

New Orleans has a relatively new movement in the "Green Light District" on Magazine Street to support stores featuring environmentally sustainable products. <http://www.greenlightdistrictneworleans.com/>

Branch Out

2022 Magazine St.
<http://www.branchoutshop.com>
Branch Out is a style conscious, eco-retail company, specializing in sustainable clothing and accessories for men and women. Branch Out also carries hand-selected, quality vintage pieces and locally made designer goods.

Canopy

Distribution Warehouse in the Green Light District
<http://Ecobuildingdirect.com>
Canopy carries a wide variety of eco-friendly and toxin-free flooring and countertop materials, architectural bamboo and palm plywood, recycled glass tile, paints, stains, sealants, water fixtures, lighting fixtures, LED lights, and dimmable compact fluorescent light bulbs.

Green Serene

2041 Magazine St.
<http://www.greenserene.biz>
Green Serene is an eco-lifestyle boutique offering the latest eco-friendly, sustainable, innovative and stylish design choices in clothing and accessories.

Spruce

2043 Magazine St.
<http://www.sprucenola.com>
Spruce is an eco-friendly lifestyle concept studio encompassing design services, décor, building products, finishes, and lifestyle.

UP/Unique Products

2038 Magazine St.
<http://www.shopgreenneworleans.com>
UP is an environmentally friendly retail gallery providing green themed home decor, accessories and lighting to a new and ever renewing New Orleans and beyond. Every item is individually designed and handmade by the artists, Mark Kirk and Heather Macfarlane.

ZukaBaby

2124 Magazine St.
<http://www.zukababy.com>
ZukaBaby is a Natural Parenting Boutique specializing in cloth diapers, babywearing, breastfeeding, natural toys, organic layette and locally made baby items.

FROM THE CONSORTIUM CHAIR

Welcome to New Orleans and the 8th Annual SIOP Leading Edge Consortium. This event promises to continue the consortium's fine tradition of high-quality and innovative programming in an environment especially suited for interaction. This year we are pleased to present expert advice from top business leaders and scholars on environmental sustainability. I want to thank them for sharing their time and expertise with us. I would also like to thank you, the attendees, for sharing this experience. A special thank you goes to the co-chairs: Stephan Dilchert, Deniz Ones, and Mark Schmit. Their help in planning this event was invaluable. Finally, I would like to thank our sponsors for making this wonderful event a reality. I hope you will find this event to be entertaining and stimulating, as well as educational.



Sara Weiner
LEC General Chair

To access the presentation slides for the consortium, log in to <http://siop.org/lecresources/>.

To access the free WiFi, please check the signage at the entrance to the session room for log in information.

WHAT IS SIOP?

The Society for Industrial and Organizational Psychology's mission is to enhance human well-being and performance in organizational and work settings by promoting the science, practice, and teaching of industrial-organizational psychology. SIOP is the premier professional membership association dedicated to those who practice, teach, and study in the field of industrial-organizational (I-O) psychology

For more information visit www.SIOP.org

SIOP would like to thank and recognize the 2012 Leading Edge Consortium sponsors.

Green Consortium Partners



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The Society for Human Resource Management (SHRM) is the world's largest association devoted to the profession of human resource management.

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(Continuing Education Evaluation Provider)**

Special thanks to Sirota Survey Intelligence for providing overall evaluation services.

NETWORK DINING WITH A TWIST OF SUSTAINABILITY

PRESENTED BY THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT (SHRM) AND JOHNSON CONTROLS, INC.

Wind down the evening with your colleagues starting with good food and conversation at one of New Orleans' many top restaurants. We have selected several outstanding restaurants for the Networking Dinners, a popular optional feature of the Leading Edge Consortium. The Networking Dinners are scheduled to begin between 6:30 and 7:30 p.m. on Friday, depending on the restaurant.

Please make your selection no later than 10:30 AM on Friday to guarantee your reservation.

All the restaurants presented for your dine-around pride themselves on their practice of purchasing locally grown items from area farmers' markets and locally caught and sustainable seafood from area fishermen. Our goal is to present restaurants that offer select dishes or cuisine that:

- Is safe, healthy and nutritious for consumers
- Provides a viable livelihood for farmers, processors and retailers, whose employees enjoy a safe and hygienic working environment
- Supports rural economies and the diversity of rural culture, in particular through an emphasis on local products that keep food miles to a minimum

Thursday, October 18

4:00–8:30 PM: Registration

7:30–9:00 PM: Welcome Reception

Friday, October 19

7:00–9:30 AM: Registration

7:30–8:30 AM: Continental Breakfast

8:30–8:45 AM: Opening Session

- Sara P. Weiner, Chair, Principal and Consulting Director, Kenexa.
- Stephan Dilchert, Science Co-Chair, Assistant Professor of Management at the Zicklin School of Business, Baruch College, City University of New York.
- Deniz S. Ones, Science Co-Chair, Hellervik Professor of Industrial Psychology and a Distinguished McKnight Professor at the University of Minnesota.
- Mark J. Schmit, Practice Chair, Vice President of Research, Society for Human Resource Management



8:45–10:00 AM: Keynote Address

Creating Sustainable Effective Organizations: Management Reset Needed

- Edward E. Lawler III, Distinguished Professor of Business at the University of Southern California Marshall School of Business and founder and director of the University's Center for Effective Organizations.

10:00–10:30 AM: Break

10:30–11:15 AM: The State of HR Practice in Sustainability

- Mark J. Schmit

11:15 AM–12:30 PM: Employee Green Behaviors: Understanding a New Criterion Domain

- Deniz S. Ones

12:30–2:00 PM: Lunch and Speaker

1:00–1:45 PM: Sustainable Cultures: Creating Greener Workplaces for All!

- Marie Puybaraud, Director of Global WorkPlace Innovation, Johnson Controls France

2:00–3:30 PM: Company Insights Module

The presentations in this part of the program will describe practice insights into how industrial and organizational psychologists can play a role in shaping environmentally sustainable organizations. Practices for successfully embedding environmental sustainability throughout organizations will be discussed.

- Global Sustainability, Global Responsibility
 - Trent Burner, Senior Director, Job Design/Analysis & Selection Strategy/Assessments, Global Organizational Effectiveness, Walmart Stores, Inc.
- Leveraging HR Practices to Drive Environmental Sustainability Efforts at PepsiCo
 - Christopher Rotolo, Senior Director of Organization Measurement & Assessment for PepsiCo.

3:30–4:00 PM: Break

4:00–4:45 PM: Company Insights Module (cont.)

- Sustaining our Future: Environmental Sustainability and Employee Engagement at 3M
- Karen B. Paul, Global HR Measurement, 3M

4:45–5:00 PM: Wrap-up and instructions for evening activity

5:00–7:00 PM: Reception

7:00–10:00 PM: Network Dinners With a Twist of Sustainability



Saturday, October 20

7:30–8:30 AM: Registration/Help Desk

7:30–8:30 AM: Continental Breakfast

8:30–8:45 AM: Opening

8:45–9:45 AM: Creating and Growing a Culture of Sustainability

- Erin Meezan, Vice President of Sustainability for Interface, Inc., USA

9:45–10:15 AM: Break

10:15–10:45 AM: Staffing for Environmental Sustainability

- Stephan Dilchert, Assistant Professor of Management at the Zicklin School of Business, Baruch College, City University of New York

10:45–11:30 AM: Greening of the World of Work: Are Things Really Changing? The O*NET Program's View on Green Occupations

- Jennifer Norton, Research Consultant, North Carolina State University and the National Center for O*NET Development

11:30 AM–12:30 PM: Environmental Sustainability Consulting Session

- Going After the Green: Why and How to Include Environmental Sustainability in I-O Practice
 - John Muros, Senior HR Consultant, AT&T
- Embedding Sustainability in Mainstream Companies
 - Anna Clark, President of EarthPeople

12:30–1:45 PM: Lunch and Closing

1:00–1:45 PM: Facilitated Discussion and Q&A

- All Speakers

1:45–2:00: Wrap-Up and Farewell



LEED® by example.

Platinum certified. That's what the U.S. Green Building Council® awarded Johnson Controls for being a model of energy efficiency and sustainability at our Wisconsin headquarters campus. This represents the largest concentration of LEED Platinum buildings—four—on one site ever awarded.

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Payback? We expect to recoup our investment in energy and operational efficiency within eight years. And our employees are even more engaged with an enhanced work environment that features desktop control of workspace temperature, lighting, airflow and white noise.

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Resource Guide

Environmental Sustainability at Work: Advancing Science, Enhancing Practice SIOP Leading Edge Consortium 2012 New Orleans, Louisiana

Prepared by Brenton M. Wiernik, Jack W. Kostal, and Melissa S. Stemig of the University of Minnesota

This resource guide is intended to provide a broad survey of the literature on topics related to environmental sustainability at work. Resources are grouped by their most applicable topic, but may also contain valuable information for other topics in this guide. This guide is not intended to be exhaustive, but rather it highlights some of the most influential and recent work relevant for this domain. Each of the consortium speakers and chairs also contributed resources to expand on the topics of their presentations.

Books and Reports Relevant for Psychology and Human Resources for Environmental Sustainability

- Australian Psychological Society. (2007). *Psychology and the natural environment: A position statement prepared for The Australian Psychological Society*. Melbourne, VIC: J. P. Reser.
- Bartlett, D. (Ed.). (2011). *Going green: The psychology of sustainability in the workplace*. Leicester, UK: The British Psychological Society.
- Cohen, E. (2010). *CSR for HR: A necessary partnership for advancing responsible business practices*. Sheffield, UK: Greenleaf.
- DeSimone, L., & Popoff, F. (2000). *Eco-efficiency: The business link to sustainable development*. Boston, MA: MIT Press.
- Doppelt, B. (2010). *Leading change toward sustainability: A change-management guide for business, government and civil society*. Sheffield, UK: Greenleaf.
- Epstein, M. J. (2008). *Making sustainability work: Best practices in managing and measuring corporate social, environmental, and economic impacts*. San Francisco, CA: Berrett-Koehler.
- Galea, C. (Ed.). (2009). *Consulting for business sustainability*. Sheffield, UK: Greenleaf.
- Huffman, A. H., & Klein, S. R. (Eds.). (in press). *Green organizations: Driving change with I-O psychology*. New York, NY: Psychology Press/Routledge.
- Jackson, S. E., Ones, D. S., & Dilchert, S. (Eds.). (2012). *Managing human resources for environmental sustainability* [SIOP Professional Practice Series]. San Francisco, CA: Jossey-Bass/Wiley.
- Jorna, R. (Ed.). (2006). *Sustainable innovation: The organizational, human, and knowledge dimension*. Sheffield, UK: Greenleaf.
- Kolk, A., & Pinske, J. (2009). *International business and global climate change*. New York, NY: Routledge.
- Lawler, E. E., & Boudreau, J. W. (2012). *Effective human resource management: A global analysis*. Palo Alto, CA: Stanford University Press.
- Lawler, E. E., & Worley, C. G. (2006). *Built to change: How to achieve sustained organizational effectiveness*. San Francisco, CA: Jossey-Bass.
- Lawler, E. E., & Worley, C. G. (2011). *Management reset: Organizing for sustainable effectiveness*. San Francisco, CA: Jossey-Bass.
- Marshall, J., Coleman, G., & Reason, P. (2011). *Leadership for sustainability: An action research approach*. Sheffield, UK: Greenleaf Publications.
- Moxen, J., & Strachan, P. A. (1998). *Managing green teams: Environmental change in organisations and networks*. Sheffield, UK: Greenleaf.
- Schaltegger, S., & Wagner, M. (Eds.). (2006). *Managing the business case for sustainability*. Sheffield, UK: Greenleaf.
- Smith, N. C., & Lenssen, G. (2009). *Mainstreaming corporate responsibility*. New York, NY: John Wiley and Sons.
- Swim, J., Clayton, S., Doherty, T., Gifford, R., Howard, G., Reser, J., Stern, P., & Weber, E. (2009). *Psychology and global climate change: Addressing a multi-faceted phenomenon and set of challenges. A report by the American Psychological Association's task force on the interface between psychology and global climate change*. Washington, DC: American Psychological Association.
- Wehrmeyer, W. (Ed.). (1996). *Greening people: Human resources and environmental management*. Sheffield, UK: Greenleaf.

Special Journal Issues Relevant to Environmental Sustainability at Work

- Guenther, E., & Orlitzky, M. (Eds.). (2012). Special issue on measuring corporate environmental performance. *Journal of Management Control*, 22(4).
- McWilliams, A., Siegel, D. S., & Wright, P. M. (Eds.). (2006). Special issue on corporate social responsibility. *Journal of Management Studies*, 43(1).
- Muller-Camen, M., Jackson, S. E., Jabbour, C. J. C., & Renwick, D. W. S. (Eds.). (2011). Special issue on green human resource management. *Zeitschrift für Personalforschung*, 25(2).
- Orlitzky, M., Siegel, D. S., & Waldman, D. A. (Eds.). (2011). Special issue on strategic corporate social responsibility and environmental sustainability. *Business & Society*, 50(1).
- Taylor, S., Osland, J., & Egri, C. (Eds.). (in press). Special issue on HRM's role in sustainability. *Human Resource Management*.

Role of I-O Psychology in Environmental Sustainability

- Aguinis, H., & Glavas, A. (in press). What corporate environmental sustainability can do for industrial-organizational psychology. In A. H. Huffman & S. R. Klein (Eds.), *Green organizations: Driving change with I-O psychology*. New York, NY: Psychology Press/Routledge.
- Anderson, N., Costa, A. C., & Salgado, J. F. (in press). Sustainability and IWO psychology: Globalization, contribution, and psychological sustainability. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Behrend, T. S., & Thompson, L. F. (in press). Combining I-O psychology and technology for an environmentally sustainable world. In A. H. Huffman & S. R. Klein (Eds.), *Green organizations: Driving change with I-O psychology*. New York, NY: Psychology Press/Routledge.
- Campbell, J. E., & Campbell, D. E. (2005). Eco-I-O psychology? Expanding our goals to include sustainability. *The Industrial-Organizational Psychologist*, 43, 23–28.
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- Dilchert, S., & Ones, D. S. (in press). Environmental sustainability in and of organizations. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- DuBois, C. L. Z., & DuBois, D. (2010). A call for I-O leadership in “going green.” *The Industrial and Organizational Psychologist*, 48(2), 13–20.
- DuBois, C. L. Z., & DuBois, D. A. (in press). Expanding the vision of I-O psychology contributions to environmental sustainability. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Hough, L. M., & Muschewske, R. C. (2012). Implications for HR and OD professionals in the future: Can I-O principles and practices contribute to the achievement of corporate environmental sustainability? In S. E. Jackson, D. S. Ones, & S. Dilchert (Eds.), *Managing human resources for environmental sustainability* (pp. 407–415). San Francisco, CA: Jossey-Bass.
- Huffman, A. H., Watrous-Rodriguez, K. M., Henning, J. B., & Berry, J. (2009). “Working” through environmental issues: The role of the I-O psychologist. *The Industrial-Organizational Psychologist*, 47(3), 27–35.
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- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *Zeitschrift für Personalforschung*, 25, 99–116.
- Klein, S. R., & Huffman, A. H. (in press). I-O psychology and environmental sustainability in organizations: A natural partnership. In A. H. Huffman & S. R. Klein (Eds.), *Green organizations: Driving change with I-O psychology*. New York, NY: Psychology Press/Routledge.
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- Muros, J. P. (in press). Going after the green: Expanding I-O practice to include environmental sustainability. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Ones, D. S., & Dilchert, S. (in press). Environmental sustainability at work: A call to action. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Rotolo, C. T., & Church, A. H. (in press). Answering the call: A framework for advancing the practice of I-O psychology to drive environmental sustainability efforts. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
- Society for Human Resource Management, Business for Social Responsibility, & Aurosoorya. (2011). *Advancing sustainability: HR's role*. Washington, DC: Society for Human Resource Management.
- Sorcher, M. (in press). Stepping into environmental activism. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
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Background on Environmental Sustainability

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Environmental Attitudes, Motivation, and Decision Making

- Bissing-Olson, M. J., Iyer, A., Fielding, K. S., & Zacher, H. (in press). Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior*.
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- Milfont, T. L., Duckitt, J., & Cameron, L. D. (2006). A cross-cultural study of environmental motive concerns and their implications for proenvironmental behavior. *Environment and Behavior*, 38, 745–767.
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Organizational Environmental Performance and Corporate Social Responsibility

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- Engardio, P., Capell, K., Carey, J., & Hall, K. (2007). Beyond the green corporation: Imagine a world in which eco-friendly and socially responsible practices actually help a company's bottom line. It's closer than you think. *Business Week*, 4019, 50.
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- Wagner, M. (2011). Environmental management activities and sustainable HRM in German manufacturing firms – incidence, determinants, and outcomes. *Zeitschrift für Personalforschung*, 25, 157–177.
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Corporate Social Responsibility and Financial Performance

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3M sustainability homepage – www.3M.com/sustainability

Dow Jones Sustainability Index – www.sustainability-index.com

European Academy of Business in Society – www.eabis.org

GreenBiz blogs – www.greenbiz.com

Mother Nature Network: eco-biz and money – www.mnn.com/money/

New York Times green blog – green.blogs.nytimes.com/

TED talks on environmental sustainability – www.ted.com/talks/tags/environment

United Nation Global Compact – www.unglobalcompact.org

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